2011 Training Strategy Action Plan
December 17, 2010

Each year, the Joint Training Committee (JTC) develops an action plan that identifies the most important near-term priorities and ongoing activities that collectively comprise the Training Strategy Action Plan. This action plan sets forth the priority activities that will be undertaken by the JTC in the coming year to achieve the goals articulated in the National Training Strategy.

The goals of the National Training Strategy are:

1. Understand the priority training needs of federal, state and local air quality professionals.
2. Provide training opportunities that meet the priority needs of federal, state and local air quality professionals.
3. Utilize course materials that are up-to-date, accurate, complete, and easy to use.
4. Conduct all training using recognized subject matter experts and effective teachers.
5. Deliver effective and cost-efficient training through the use of existing, new and emerging technologies where appropriate.

Specific priorities for 2011:

- Design and Implement a Learning Management System
- Maintain the Integrity of the National Training Program While Transitioning to a New Learning Management System
- Upgrade Self-Instructional Training Courses
- Establish Curricula for Air Quality Management Job Classifications

Achieving these priorities will require a sustained and coordinated effort by the JTC members. The following table identifies activities and tasks, target completion dates, and responsible entities for achieving these priorities in 2011.

The activities and tasks outlined in the table will result in substantial progress towards achieving the National Training Strategy goals. While we expect progress will be made on goal 4, specific activities and tasks have not been included in the 2011 plan. The JTC expects to prioritize actions in this area in the 2012 action plan.
## Priority Tasks and Activities
### 2011 Training Strategy Action Plan

### 1. Communication
**JTC Lead:** Arturo Blanco, Debbie Stackhouse  
**Supplemental Funding:** N/A

**Goal:** Training opportunities are coordinated by JTC partners to effectively meet the needs of federal, state and local air quality officials.

<table>
<thead>
<tr>
<th>Activity</th>
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</table>
| 1.1 Market master course calendar  
<Coordinate with Activities 6.3> | Informed clients | Ongoing | All training providers |
| 1.2 Conduct annual review of training programs including NTS and Action Plan | Updated National Training Strategy and Action Plan | 09/2011 | Co-Chairs OAQPS |
| 1.3 Involve EPA Regions in training coordination activities, discuss training at Air Program Management meetings, and invite Regions to training committee meetings | EPA Regional participation in training committee activities | Ongoing | OAQPS |
| 1.4 Develop a marketing plan for LMS system users  
a) Initial marketing plan  
b) Final marketing plan | a) NACAA spring mtg  
b) NACAA fall mtg | | Ohio (Afrika Alsup)  
OAQPS (Amy Gaskill) |

### 2. Assessment of Needs
**JTC Co-Leads:** Jeff Gabler, Amy Royden-Bloom  
**Supplemental Funding:** N/A

**Goal:** Understand the training needs of federal, state, and local air quality professionals

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<tbody>
<tr>
<td>2.1 Canvass NACAA Committees and EPA Regional Offices for their training needs</td>
<td>List of potential training offerings</td>
<td>Ongoing</td>
<td>NACAA</td>
</tr>
<tr>
<td>2.2 Conduct periodic regional and USEPA needs assessments and compile the results</td>
<td>Regional and EPA training needs assessments</td>
<td>Annual</td>
<td>MJOs OAQPS</td>
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<tr>
<td>2.3 Implement LMS needs assessment tool</td>
<td>Database of survey responses</td>
<td>Annual</td>
<td>All Training Providers</td>
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</table>
3. **Employee Skills Development**  
   JTC Co-Leads: Susan Wierman, Charla Rudisill, Amy Gaskill  
   Supplemental Funding: $105,000

   **Goal:** Enable air quality professionals to quickly learn new job responsibilities and to maintain, enhance and update skills in their existing areas of responsibilities through the development of curricula that meets their full range of needs.

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<tr>
<td>3.1</td>
<td>Identify job classifications commonly used by federal, state, and local air agencies and the core skills needed for each of the job classifications</td>
<td>Report identifying job classes and core skills</td>
<td>03/11</td>
</tr>
<tr>
<td>3.2</td>
<td>Review/compile existing course syllabi and link them to job classifications to identify courses that provide training in core skills</td>
<td>Report linking existing training and core skills</td>
<td>06/11</td>
</tr>
<tr>
<td>3.3</td>
<td>Identify gaps in available courses required for job classifications and schedules for developing such courses.</td>
<td>Report identifying course development needs</td>
<td>07/11</td>
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<tr>
<td>3.4</td>
<td>Publish recommended curricula for each of the commonly used job classifications</td>
<td>Report on recommended curricula circulated and posted on LMS</td>
<td>12/11</td>
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4. **Course Development and Updates**  
   JTC Co-Leads: Mike Koerber, Eric Crump  
   Supplemental Funding: $340,000

   **Goal:** All training courses are up-to-date and new courses and workshops are developed as needed, ensure that all SI courses are up-to-date, and provide online access to all SI courses.

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| 4.1      | Develop and implement procedures and standards for:  
  a) Establishing priorities for course updates  
  b) Establishing priorities for new courses  
  c) Approving new and revised content  
  d) Ensuring quality and compatibility | a) procedure  
  b) procedure  
  c) standards and procedures  
  d) standards | All:  
  a) LADCO  
  b) LADCO  
  c) OAQPS  
  d) OAQPS | |
| 4.2      | Identify existing courses to be updated including an assessment of most effective delivery method(s) in accordance with procedures and guidelines established in 4.1 and 5.1. | Priority lists:  
  a) Highest priorities  
  b) Other high priorities  
  c) Remaining priorities | a) 2/11  
  b) 4/11  
  c) 7/11 | LADCO  
  OAQPS |

<Coordinate with Activities 2.1, 3.3, 5.2>
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<tr>
<td>4.3</td>
<td>Identify new courses to be created, including an assessment of most effective delivery method(s) in accordance with procedures and guidelines established in 4.1 and 5.1. &lt;Coordinate with Activities 2.1, 3.3, 5.2&gt;</td>
<td>Priority list of new courses with recommended delivery method(s)</td>
<td>7/11</td>
</tr>
<tr>
<td>4.4</td>
<td>Develop new courses and update existing courses in accordance with procedures and guidelines established in 4.1 and 5.1.</td>
<td>Estimated 5-10 new or updated courses in 2011</td>
<td>12/11</td>
</tr>
<tr>
<td>4.5</td>
<td>Review/approve updated and new courses in accordance with procedures and guidelines established in 4.1 and 5.1.</td>
<td>5-10 approved new or updated courses</td>
<td>3 months after course submitted for approval</td>
</tr>
<tr>
<td>4.6</td>
<td>Incorporated new/updated courses into LMS</td>
<td>Additions to course library</td>
<td>Ongoing</td>
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### 5. Format and Delivery

**JTC Lead:** John Hornback  
**Supplemental Funding:** N/A

**Goal:** Ensure that the training delivery methods chosen represent the best possible balance between delivery costs, student travel restrictions, and the learning experience.

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| 5.1      | Develop guidelines for evaluating training delivery options | a) Compilation of previous reviews  
b) Guidelines | 2/11 | SESARM |
| 5.2      | Summarize and compile feedback from evaluations and course reports <Informs Activities 4.2 and 4.3> | Feedback compiled in LMS | LMS start-up | OAQPS |
| 5.3      | Periodically reevaluate delivery methods in light of changes in technology and the needs of the agencies we serve | Periodic reassessment reports | Every 2 years | TBD |
### 6. Administration

**JTC Co-Lead:** Mary Boyer, Debbie Stackhouse  
**Supplemental Funding:** $555,000

**Goal:** Provide training in an effective, efficient and coordinated manner

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| 6.1 Replace the current, out-of-date systems used to manage the national training program with an integrated Learning Management System (LMS): | LMS implemented | a) contract award  
b) JTC approval  
c) beta test done  
d) system launch  
e) populated databases  
f) populated databases | a) 5/11  
b) 8/11  
c) 10/11  
d) 12/11  
e) 12/11  
f) on-going | OAQPS |
| 6.2 Pending launch of LMS, establish national library of course materials, including: | Database of course material available to authorized trainers/training providers | a) List of available course material  
b) List of priorities to digitize  
c) Digital copies of select courses  
d) Instructions | a) 1/11  
b) 2/11  
c) 12/11  
d) on-going | OAQPS |
| • Assemble digital copies of select course material, including instructor and student manuals, and materials developed by academic institutions under contract to EPA  
• Post digital copies of course material on secure website  
• Provide instructions to training providers on how to obtain copies of course material | | | |
| 6.3 Maintain the existing master course calendar and ensure that all MJOs and EPA contribute updates regularly to the calendar.  
<Coordinate with Activity 1.1> | Up to date master training calendar | Ongoing | All training providers |
| 6.4 Pending launch of LMS, maintain records of courses delivered, instructors, students, and course/curriculum completion | Accessible records | Ongoing | All training providers |
| 6.5 Pending launch of LMS, maintain a course evaluation instrument, compile evaluations from each course, and share with JTC partners | Summaries of course evaluations | Ongoing | All training providers |
| 6.6 Provide administrative support to the Joint Training Committee, including:  
• Development of conference call agendas  
• Completion of committee meeting summaries  
• Periodic review of the Action Plan and preparation and distribution of status | Agendas, meeting summaries, and action plan status reports | Ongoing | NESCAUM |
7. **Resources**
   JTC Co-Leads: Arturo Blanco, Mike Dowd
   Supplemental Funding: N/A

   **Goal:** Secure the resources needed to achieve the vision of the National Training Strategy.

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<tr>
<td>7.1 Advocate for increased funding for EPA and MJO’s</td>
<td>More funding for training</td>
<td>Ongoing</td>
<td>JTC</td>
</tr>
<tr>
<td>7.2 Utilize available funding in a cost-effective manner, focused on the goals and objectives of the National Training Strategy Action Plan</td>
<td>Action plan update</td>
<td>9/11</td>
<td>JTC</td>
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